

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
COOPERATIVE AGREEMENT LAG-A-00-02-00001-00**

**PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND
DEMOCRATIZATION IN LATIN AMERICA**

1 June- 31 December 2005

I. INTRODUCTION

Following USAID's approval of the amendment requested by the Inter-American Institute of Human Rights (IIHR), to extend the life of the aforementioned cooperative agreement through September 2007, the IIHR hereby submits its Work Plan for the period between 1 June and 31 December 2005. The Plan includes the activities that the IIHR will implement during that period, within its mandate as an organization dedicated to education, promotion and research of human rights, with funds provided by the United States Agency for International Development (USAID).

The Institute's primary mission is the promotion and strengthening of human rights and democracy in the Americas, through specialized training, research, education, political mediation, and technical assistance to governmental institutions and the civil society, as well as to international organizations.

II. PROGRAM'S STRATEGIC OBJECTIVE, LINES OF ACTION AND PRIORITIES

During this period, the IIHR will focus on the fight against exclusion and the promotion of a more inclusive democracy, where the respect for differences and diversity are considered key values. The IIHR three-year program is based on the strategic objective of **"building more inclusive and transparent democracies, that promote an effective protection of human rights in the Americas"**.

Based on this strategic objective, the program has identified three lines of action:

- **The promotion of a culture of inclusion** to favor the active exercise of human rights, under greater conditions of equality, specifically with regards to women, indigenous peoples, and Afro-descendants.
- **Conflict prevention** through a greater access to justice and citizens' security. This means that the State must provide the minimum conditions of protection for individual and collective security, through the juridical system, the Ombudsmen, and the police, as well as to guarantee that all persons, despite their condition, will have a real possibility of submitting any conflict, either individual or collective, before the courts, and that the conflict will be justly solved.

- **Democratization of political processes** to allow all persons, despite their gender, ethnicity or nationality, or economic, social or cultural condition, to have a real opportunity to individually or collectively exercise the right to political participation. Likewise, it implies that the political parties shall incorporate and consolidate participatory and democratic practices, and that they assume transparency as a permanent practice.

These action lines have been separated to facilitate the comprehension of the strategy's components, although they are intertwined.

III. ADMINISTRATION OF THE WORK PLAN

The work plan will be managed in the following manner:

- A. The responsibility for the whole agreement, and consequently for the work plan, falls on the Executive Director who, in the end, is the person who guarantees that the academic and political lines are in agreement with the institutional strategy, and to the priorities agreed with USAID under the cooperation agreement.
- B. Each one of the three **components** in the agreement – Inclusion, Conflict Prevention, and Democratization – and consequently each one of the **projects** that make up the three components, has been directly structured in its administration according to the following general lines:
- C. Each one of the three **components** has a “**Coordination**” headed by each Director of the IIHR Operational Departments. The latter on account of the individual that is being benefited first and foremost, and of the topic being emphasized in the projects included. The three coordinators guarantee the conceptual and operational inter-relation of the three components, in order for the implementation of the agreement to be an integral process, and not just a sum of activities. The Coordinators are directly responsible for the development of the work plan.
- D. The coordination has a technological support that responds to an institutional technological strategy, also put to the service of the specific needs of each one of the projects that make up the three components.
- E. At the same time, each one of the **projects** has assigned personnel for its administration: Program officers, responsible for the implementation and direct supervision of the projects. They also have pedagogical support, logistical support, and secretarial support. All of these people respond to the respective “Coordinator” of each component.

IV. TECHNOLOGICAL PLAN

The IIHR has an institutionally funded Technological Plan, to give support to the projects' activities developed within its framework, as well as within the framework of other cooperation agreements. This Technological Plan enables the IIHR to foster the resources assigned to each specific project, not only because of the physical assets, the hardware and the software it has, but also and most important, because of the staff, the experience and the management of a strategic information plan to orient its actions on the matter, in the short, medium and long-terms. In general, the plan responds to the external and internal technological needs of the Institute.

The Information and Editorial Service Unit at the IIHR, guarantees that the information objectives and the projects' communications, are satisfactorily complied with. Among its tasks, the Unit is in charge of preparing documents with different formats, and of disseminating them. It also facilitates a better

use of the communication and information technologies, in order to provide the Institute's staff, and the populations that benefit from its services, with useful working tools. The latter fosters everyone's work and promotes working with networks.

This Unit's *modus operandi* combines in a balanced way, external service contracting, with a creative and advantageous management of the internal assets. This balance reflects an optimum cost-benefit situation, where the institutional fixed costs are taken to the minimum necessary in order to achieve greater benefits from the consultancies and external hiring.

Through its Information and Editorial Service Unit, the IIHR directs its efforts in a proactive manner, to the goal of continuously increasing the number of persons that benefit from its information products and its services. The key goal is to foster its task of education and promotion of human rights, through the use of new information technologies. By making a continuous effort towards that goal, it annually brings about the bases to foster the initial starting point. In other words, the key task of the Information and Editorial Service Unit is a process; it does not change its essence from year to year, and it favors a multiplying effect of the progress obtained annually.

In the Work Plan of each one of the projects, we have specifically incorporated the contribution that the technological component provides for the achievement of their respective objectives.

A. PROMOTING A CULTURE OF INCLUSION

Between 2002 and 2005, USAID supported the implementation of the *Promoting a Culture of Inclusion* project. The objective of this project was to enhance the capacity of women's, indigenous and Afro-descendant organizations to influence the agenda of the civil society human rights movement, as part of their efforts to translate equality before the law (de jure) into real (de facto) equality. This would enable the groups they represent to exercise their rights and citizenry more fully and strengthen democracy, in accordance with the international human rights commitments assumed by the States, and with related national legislation.

As follow-up to the previous process, three components are being implemented between **June 2005 and June 2006**. These are:

- Promotion and protection of women's human rights as part of the efforts to strengthen democracy and the Rule of Law
- Strengthening of the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region
- Promotion of access to citizenship and political participation for the Afro-descendant population within the democratic system

The general objective is to enhance the capacity of women, indigenous peoples and Afro-descendant populations to exercise their citizens' right based on the principles of equality, nondiscrimination and full political participation, and thereby strengthen inclusive democracy, governability and the Rule of Law. To achieve this, a strategy was drawn up to facilitate actions that would:

- Determine the impact that equal opportunities legislation has had on public policies and the institutionalization of equality and gender equity
- Strengthen the political and citizen participation of women and indigenous and Afro-descendant populations, promoting their institutionalization, particularly in electoral bodies, in accordance with national legislation on the issue
- Provide specialized information to facilitate the advocacy efforts of CSOs working on behalf of the rights of the target populations. These organizations are being given information about the scope and potential use of positive legislation on equality and political rights, so they can monitor its implementation and establish links with related public bodies to make their voices heard.

This strategy was also designed to permit different areas of the IIHR to work together (Department of Civil Society Entities, the Center for Electoral Promotion and Assistance (IIHR-CAPEL) and the Applied Research Unit). This is enhancing the synergies among the organizations with which they work, intensifying the implementation of the crosscutting perspectives of the institution's work (gender, ethnic and cultural diversity, and the relationship between the State and civil society civil) with respect to political participation, one of the four groups of rights on which the IIHR focuses.

Part of the budget was not available at the start of the project, making it impossible to determine and plan the activities as part of a continuous process. Most affected by this situation has been the implementation of diagnostic evaluations or research related to the impact of positive legislation or the implementation of electoral legislation that includes positive measures, for the three target populations (women, indigenous peoples and the African-descendant population) in different countries in the region.

Materials will be incorporated into the specialized sections of the IIHR's website (*Diversidades* and *DerechosMujer*) related to the rights of women, indigenous peoples and Afro-descendant populations, along with information about the project's activities and outputs.

The project will carry out two technical missions to Colombia related to the implementation, follow-up and monitoring of the activities planned in relation to indigenous peoples and Afro-descendant populations, the first in December 2005 and the second in May 2006.

WORK PLAN FOR JUNE - DECEMBER 2005

PROJECT: PROMOTING A CULTURE OF INCLUSION

FINAL GOAL: To help expand and further develop the citizenship of women, indigenous peoples and Afro-descendant populations based on the principles of equality, nondiscrimination and full political participation, as part of the efforts to strengthen inclusive democracy, governability and democracy

PERFORMANCE INDICATOR: Conditions created for women, indigenous peoples and Afro-descendant populations in the region to know their political and electoral rights and exercise them fully on an equal footing

Semiannual Goal 1: To determine the impact that equal opportunity legislation has had on public policies and the institutional fabric							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Diagnostic evaluations of the impact of legislation designed to advance gender equality Objective: To encourage the production of specialized knowledge about the impact of legislation designed to create equal opportunities for women and men	This activity is a continuation of the actions carried out previously with regard to positive legislation aimed at creating equal opportunities for women and men. The project will generate and disseminate knowledge about the impact that such legislation has had in the 5 countries where it has been enacted (Costa Rica, Colombia, Honduras, Panama and Venezuela). The information will be compiled using an action-research methodology. Experts or women's organizations in the 5 countries will serve as counterparts, garnering the information from secondary sources (sundry documentation)	The project will contact experts or women's organizations in the 5 countries that have legislation on gender equality (Costa Rica, Colombia, Honduras, Panama and Venezuela) with a view to setting up the team that will draft the work plan and carry out the research in each country, including the identification of actors or other NGOs that could subsequently provide feedback about their work. The IIHR will develop the core elements of the research and analysis that form the basis of the	Between 2002 and 2005, the USAID project compiled information about successful advocacy experiences of women's CSOs related to the enactment of legislation on equal opportunities for women and men. This made it possible to focus on Peru, to facilitate an enabling environment for promoting a parliamentary bill on the subject. Various UN and ECLAC diagnostic studies have found that laws on equality help states	USAID will be informed and invited to take part in open activities included in the work plan. The counterparts in each country will be responsible for drafting and implementing the work plan, submitting reports and identifying actors or other NGOs to provide feedback on their work. The IIHR will be responsible for developing the core elements of the research and analysis; monitoring the research process; and updating the	Make contacts and draw up initial list of possible counterparts in each country Formulate and develop core elements of the research and analysis, the methodology and data collection methods The IIHR will monitor implementation of the work plan and support the process Permanently update contents of the specialized section of the IIHR website	Preliminary list of counterparts in each country Preliminary design of core elements of research and analysis, methodology and data collection methods, work plan Specialized section of the IIHR website (<i>DerechosMujer</i>) updated	More information available, making it possible to assess and monitor the impact of specific legislation for equality between women and men

	and primary sources (interviews and semi-structured questionnaires). The documents prepared will subsequently be socialized with the women's organizations and public institutions, to obtain feedback.	methodological design and the team's work plan. It will also monitor the research process. Materials on the subject will be posted in the <i>DerechosMujer</i> specialized section of the IIHR's website and the project's activities and outputs will be disseminated throughout the semester (June-December 2005).	to determine their policies in this area. They also serve as a mechanism for implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), although difficulties and problems that hinder full implementation arise.	contents of the specialized section of the IIHR website (<i>DerechosMujer</i>).	(<i>DerechosMujer</i>)		
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Semiannual Goal 2: To consolidate knowledge and capabilities for monitoring and influencing specific legislation designed to encourage women to take part in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Research on the application of the quota mechanism Objective: To promote specialized knowledge for monitoring the implementation of legislation that encourages women to take part in political life	Production and dissemination of knowledge about the application, by electoral organizations, of the quota mechanism established in the electoral legislation of 11 countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The applied research will be carried out using a single semi-structured questionnaire. The 11	Contacts will be made to identify an expert who will formulate the core questionnaire for collecting the data. A single semi-structured questionnaire will be designed to gather information from the electoral bodies of the 11 countries that have specific or electoral legislation establishing minimum quotas of women elected to	The mechanism of minimum quotas for women elected to political office established in specific or electoral legislation is designed to correct discrimination and inequality and ensure that equal numbers of women and men hold elected political posts. This mechanism exists in 11 Latin America countries but no	USAID will be informed and invited to take part in open activities included in the work plan. The IIHR will be responsible for providing technical assistance and supervising the preparation of the core questionnaire for the research, and for updating the contents of the specialized section of the IIHR website	Make contacts to identify expert Hire expert on the subject The IIHR will monitor implementation of the work plan and support the process Permanently update contents of the specialized section of the IIHR website	Preliminary version of core questionnaire for gathering data Specialized section of the IIHR website (<i>DerechosMujer</i>) updated	More information available about the experiences of electoral bodies in implementing quota legislation

	<p>electoral organizations will fill it out. It will provide information about current legislation, application and monitoring mechanisms, and the organizations' experiences in guaranteeing, establishing rules regarding, implementing, regulating, rectifying or imposing penalties related to quotas, including their practices and resolutions (jurisprudence). This questionnaire will serve as the basis for the research and the subsequent comparative analysis. The subsequent analysis will be complemented with information from sources secondary (sundry documentation) and primary sources (interviews and semi-structured questionnaires). The documents drafted will subsequently be socialized with the women's organizations and public institutions, to obtain feedback.</p>	<p>political office (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). Materials on the subject will be posted in the <i>DerechosMujer</i> specialized section of the IIHR's website and the project's activities and outputs will be disseminated throughout the semester (June-December 2005).</p>	<p>comparative analysis has been undertaken of the electoral bodies' experiences and the difficulties they have encountered in interpreting and applying legislation on the subject. Having such knowledge will enable CSOs and electoral organizations to monitor the situation better.</p>	(<i>DerechosMujer</i>).	(<i>DerechosMujer</i>)		
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Semiannual Goal 3: To help indigenous peoples, Afro-descendant populations and civil society advocacy organizations that monitor political-electoral processes improve their knowledge and capabilities for monitoring and influencing specific legislation designed to encourage the aforesaid populations to take part in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Strengthening the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region</p> <p>Objective: To explore the actions of electoral agencies in selected countries regarding the application of affirmative action and administrative measures intended to increase the political participation of indigenous peoples</p>	<p>The project consists of three components: 1) production of specialized knowledge (applied research); 2) training and information (training workshop-course); 3) dissemination (publication, CD-Rom, specialized section of the IIHR's website - <i>Diversidades</i>).</p> <p>The research in each country will include at least one of the selected variables: a) indigenous electoral legislation and regulations; b) administrative arrangements; c) use of legal and regulatory resources by indigenous peoples; d) performance of indigenous parties/candidates elections.</p> <p>Specialized material for conducting the research will be made available via the specialized section of the IIHR website (<i>Diversidades</i>).</p>	<p>Contacts will be made and consultants or organizations identified that are involved in indigenous issues in Bolivia, Colombia, Ecuador, Mexico, Panama and Peru, to conduct the research and collect and analyze the data.</p> <p>During the semester (June-December 2005), the project will focus on the first component, by means of applied research (preliminary diagnostic evaluation) on indigenous political participation in Bolivia, Colombia, Ecuador, Mexico, Panama and Peru.</p> <p>The core elements of the research and analysis will be prepared and implemented, along with the methodology and ways of collecting data.</p> <p>The specialized section of the IIHR</p>	<p>The activities are part of the work plan (June-Dec 2005) of a new stage of the Promoting a Culture of Inclusion Project (2003-2005). They involve efforts to monitor and influence specific legislation that fosters the political participation of indigenous peoples. The activities proposed for the semester are based on one of the project's strategies, which consists of the production and dissemination of specialized knowledge on the subject. Both the strategies and the activities were formulated to form part of a process that includes the set of actions required to obtain the results.</p>	<p>The work plan, methodology and schedule of activities will be drawn up together by the IIHR and the consultants or organizations selected in the countries. The latter will be required to submit periodic reports on the research and the results.</p> <p>The IIHR will monitor and evaluate implementation of the research and production of knowledge, the work plan and the schedule of activities; provide technical assistance; revise and provide feedback on the reports of the research and their findings; update the contents of the specialized section of the IIHR website (<i>Diversidades</i>); and prepare the</p>	<p>Identify variables for the preliminary diagnostic evaluation</p> <p>Contact and identify counterpart individuals / organizations in each country</p> <p>Formulate and develop the core elements of the research and analysis, the methodology and data collection methods</p> <p>Approve and monitor work plans (IIHR)</p> <p>Prepare report on implementation of the Work Plan</p> <p>Permanently update contents of the specialized section of the IIHR website (<i>Diversidades</i>)</p>	<p>Counterparts identified in each country</p> <p>Work plan drawn up (core elements of research and analysis, methodology, data collection methods and schedule of activities)</p> <p>Research process under way</p> <p>Reports on implementation of work plan and financial plan</p> <p>Specialized section of the IIHR website (<i>Diversidades</i>) updated</p>	<p>More information available about the actions of electoral organizations with respect to measures that encourage or hinder the involvement of indigenous peoples in political and electoral processes in six countries of the region</p>

		<p>website (<i>Diversidades</i>) will be kept up-to-date, with materials on the subject being posted on line.</p>	<p>The IIHR's Maps of Progress in Human Rights (www.iidh.ed.cr/mapas) demonstrated the need to conduct a comprehensive study and a comparative analysis of the countries that have made most progress with indigenous political participation, strengthening or generating broader mechanisms for participation. The aim is also to share good practices, as well as the difficulties and weaknesses encountered and the lessons learned, with other countries in the region that are relatively less developed in this area. The research includes six experiences of indigenous electoral participation in Bolivia, Colombia, Ecuador, Mexico, Panama and Peru, where there are different degrees of</p>	<p>semiannual report. USAID will be informed of open activities included in the work plan.</p>			
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			<p>legal and administrative support. As well as contributing to one of the IIHR's strategic goals - the promotion of inclusive and transparent political systems and dissemination of information related thereto - this project will make it possible to strengthen the incorporation of ethnic diversity as a crosscutting element of the work of other departments (e.g., the IIHR/CAPEL). The results can also be used as input for indicators of political participation for the Maps of Progress in Human Rights (updated through 2002).</p>				
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE /COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Project: Promoting access to citizenship and political participation for the Afro-descendant population</p> <p>Objective: To enhance the expertise and capabilities of the Afro-descendant organizations and population, and advocacy organizations that monitor political-electoral processes, to influence and monitor specific proposed legislation designed to promote the inclusion and political participation of the Afro-descendant population</p>	<p>The project comprises 2 components: 1) production of specialized knowledge (applied research); and, 2) training / information / dissemination. The specialized section of the Institute's website (<i>Diversidades</i>) will support the implementation of the activities by providing information. Colombia was selected because it is the country that has made the greatest progress in constitutional and legislative terms and as regards administrative measures (quotas) for the political participation of Afro-descendants.</p>	<p>The June-December 2005 work plan will be implemented with activities under the first component (production of knowledge), which consists of a round table to assess the political participation of Colombia's Afro-descendant population, gauged according to 4 variables: a) electoral legislation and regulations for the Afro-descendant population; b) administrative arrangements (issuing of identity cards, voter registration); c) use of legal resources and regulations by the Afro-descendant population (local, national and regional levels); d) electoral performance of Afro-Colombians. Through the specialized section of the Institute's website (<i>Diversidades</i>), the project will make specialized material available and</p>	<p>The activities are part of the work plan (June-Dec 2005) of a new stage of the Promoting a Culture of Inclusion Project (2003-2005). The aim is to make other countries that have made relatively less progress with regard to the political participation of Afro-descendants aware of the good practices and lessons learned by Colombia. Authoritative knowledge will be passed on to the Afro-descendant organizations and population, CSOs that work with the rights of this population and electoral and related institutions, both in countries that have advanced electoral systems and those that have not yet developed legislation,</p>	<p>The work plan will be implemented by the counterpart selected in Colombia. The IIHR will monitor and evaluate implementation of the work plan, carry out a technical assistance mission, update the contents of the specialized section of the IIHR's website (<i>Diversidades</i>), coordinate implementation of the impact assessment on the project and prepare the semiannual report. USAID will be informed of open activities included in the work plan. Throughout the project, as and when needed, the Program to Combat Racism will coordinate with CAPEL and the IIHR's Applied Research Unit.</p>	<p>Identify actors and other NGOs. Select and invite various CSOs and state actors to take part in the round table.</p> <p>Prepare the logistical and methodological aspects of the activity</p> <p>Prepare/disseminate training/informational material</p> <p>Monitor and support the process (IIHR)</p> <p>Permanently update the contents of the specialized section of the Institute's website (<i>Diversidades</i>)</p>	<p>Terms of reference for the round table drawn up</p> <p>Terms of reference for consultants and speakers drawn up</p> <p>Consultants and speakers hired</p> <p>Technical mission carried out and mission report prepared</p> <p>Report on the implementation of the plan prepared</p>	<p>Relatively less developed countries have more knowledge about the progress made and obstacles encountered in the efforts to increase the political participation of Colombia's Afro-descendant population by NGOs and CSOs, electoral tribunals and stakeholders and decision-makers involved with the issue</p>

		<p>information about the activity will be disseminated. A technical mission will be carried out in December 2005.</p>	<p>jurisprudence, doctrine and/or administrative arrangements to foster greater participation. Both the strategies and the activities were formulated as part of a process that includes the set of actions required to obtain the results.</p>				
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SCHEDULE FOR JUNE - DECEMBER 2005

PROJECT: PROMOTING A CULTURE OF INCLUSION

ACTIVITIES	COUNTRY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Work Plan Indigenous Peoples	Costa Rica, Bolivia, Colombia, Ecuador, Mexico, Panama, Peru												
Work Plan Afro-descendant Populations	Costa Rica-Colombia												
Technical Assistance Mission	Colombia												
Diagnostic assessment impact of equality laws	Costa Rica, Honduras, Panama, Venezuela, Colombia												
Research on application of quota mechanism	Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay												

B. CONFLICT PREVENTION

B.1. CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

Experience in Latin America has shown that developing a citizen security policy and providing the corresponding legal framework is one of the most pressing challenges facing the countries. Hence, the goals proposed for June-December 2005 are:

- 1) To consolidate the process of security sector reform as part of the implementation of a public citizen security policy in the Dominican Republic;
- 2) To enhance the capabilities of citizens' organizations for the prevention of juvenile violence in the Province of Buenos Aires, Argentina; and,
- 3) To enhance institutional capabilities for developing and implementing democratic citizen security policies and for cooperation between the subregions of Latin America (Central America and South America).

Under the project "Citizen Security in Latin America: Developing a national and local approach," financed by USAID, the IIHR has been tackling the issue of security in the Dominican Republic through a process entitled "Developing a Citizen Security Policy for the Dominican Republic." The process of security sector reform will continue in 2005, as part of the public citizen security policy developed during 2003 and 2004.

The Strategic Plan for Citizen Security and Police Reform, drawn up by the Ministry of the Interior and the police hierarchy with the IIHR's assistance, establishes guidelines for the effective implementation of the public citizen security policy. The police force is being overhauled by executing concrete modernization and institutional strengthening measures, to guarantee the population a real security service. Under the Plan, the authorities are instituting and implementing a true public citizen security policy as a State policy promoted and managed by the Ministry of the Interior.

The government demonstrated its commitment to the policy by issuing Presidential Decree 264-05 on 27 February 2005, in which it unveiled the Democratic Security Plan to tackle the crime and growing insecurity in the country, making it a national priority. The IIHR provided direct assistance with the design of the Plan, funded by USAID. The Plan has three basic objectives: a) to strengthen the police force; b) to incorporate the dimension of community policing; and, c) to define the relationship between the police and the armed forces, especially in regard to drug trafficking in the country, natural disasters and terrorism. Each component contains a series of activities and goals.

All this shows how the government is taking the lead in this process of implementing a comprehensive citizen security policy, in a three-pronged effort involving the Chief Public Prosecutor, the Minister of the Interior and the Chief of Police, and their respective staffs. President Leonel Fernández has given the initiative his full endorsement.

Since the approval of the Police Modernization Plan in December 2004, our efforts have focused on providing the permanent advisory services needed to implement the gamut of actions called for in the Plan, especially the strengthening of the Preventive Police.

Evaluating the current situation objectively, it is no exaggeration to say that the authorities have great faith in the IIHR's technical assistance. The project's endeavors have been matched by

commitments and sweeping changes in the security field. This has occurred since the project progressed from the assessment phase in 2003 to the current implementation stage.

One of the most recent changes was the appointment of the previous Chief of Police, Manuel de Jesús Pérez Sánchez, as Presidential Adviser for Police Reform, and the appointment of the new head of the institution, General Santana Páez. This change in the leadership of the institution should not affect the project's positive momentum, since we enjoyed a close working relationship with the new Police Chief when he was in charge of the Institute for Human Dignity. So far, he has given every indication that he intends to follow in his predecessor's footsteps.

Therefore, the aim of the strategy in the Dominican Republic between June 2005 and June 2006, with USAID's support, will be to continue providing the advisory services and specialized technical assistance needed to implement the Citizen Security Policy, consolidating a change and providing follow-up to a process that is already proving to be a success.

One of the most positive and important aspects identified is the recognition at the highest levels of government of the importance of developing a citizen security policy. In places like Latin America, however, where the situation is critical and there is strong public pressure for immediate, effective and forceful action, short-term quick fixes of the "iron fist" variety are finding favor once again. The most visible result is the lack of coordination of activities undertaken in this field. Initiatives compete with one another and the resulting fragmentation of efforts and resources ends up being a serious obstacle to the implementation of a Citizen Security Policy in most countries.

Therefore, the IIHR advocates efforts to develop public security policies based on general guidelines that can be agreed on and validated at the regional level. Existing cooperation between the subregions also needs to be strengthened, to prevent organized transnational crime.

Finally, the strategy in Buenos Aires Province, Argentina, is a continuation of the work undertaken in the first half of 2005. The objectives are to:

- Promote initiatives of grassroots organizations that are members of the Security Forums for the implementation of community violence prevention projects;
- Enhance the capabilities of grassroots organizations that implement projects involving work with young offenders; and,
- Energize the local network for work with teenagers and young adults who are offenders or in a vulnerable social situation, bolstering the coordination and joint efforts of neighborhood organizations and Security Forums.

These activities are targeted at 1920 teenagers and young adults taking part in the 120 ongoing projects of the Multiple Response Program, who are the direct beneficiaries of this course of action. The indirect beneficiaries could be as many as 3840 teenagers and young adults who have close ties with the direct beneficiaries.

The "Training Workshop on the Prevention of Juvenile Violence in Buenos Aires" was not included in the amendment document as it was felt that the election campaign in Argentina could interfere with the project's momentum. Finally, the legislative elections took place on 23 October 2005 and this situation will not affect the activities programmed for November 2005. USAID has authorized the IIHR to work only with civil society in Argentina.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

**PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN
LATIN AMERICA**

WORK PLAN: 1 JUNE – 31 DECEMBER 2005

PROJECT: CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

FINAL GOAL: To design and promote the implementation of citizen security plans and policies in the countries of the region.

PERFORMANCE INDICATOR: Institutions and civil society better equipped to tackle the problem of insecurity from a human rights perspective.

Goal 1: To consolidate the process of security sector reform as part of the implementation of a public citizen security policy in the Dominican Republic.							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Technical assistance in implementing the public citizen security policy in the Dominican Republic Objective: To consolidate the implementation of the Public Citizen Security Policy in the Dominican Republic By providing specialized technical assistance	As the emphasis of the IIHR's support has been on police reform, following the approval in December 2004 of the Police Modernization Plan ("Strategy for the Modernization of the National Police of the Dominican Republic") our work has involved providing the constant advice needed to implement the gamut of actions called for in the plan. These actions include strengthening the Preventive Police by designing a	Project staff will identify the areas on which our work will focus between June and December 2005, consulting with the counterparts in the country and taking into account the latest developments. A week-long technical assistance mission to the Dominican Republic will be carried out in November 2005. The IIHR team will provide advice and assistance in certain priority areas of the Strategic Police Modernization Plan agreed in 2004 with the	The current situation in the Dominican Republic is ideal for concluding the implementation of a process that can lead to a "public security model with a human rights perspective." In addition to establishing the background, rationale and objectives of the reform, the model consists of three core components, each of which contains a large number of activities and goals: a) strengthen the police force; b) incorporate the dimension of community policing; and, c) define the relationship between the police and the armed forces. The IIHR	Juan Navarrete, Director of the IIHR's Department of Public Institutions, and Security and Human Rights program officer Isabel Albaladejo are responsible for these actions. The project will coordinate with Dominican civil society organizations, in particular with the Human Rights Institute of Santo Domingo, which has played a key role in the previous	Design and plan the mission, coordinating with the Interior Ministry and the police hierarchy Identify, select and hire the specialists who will provide support in the areas decided on Compile, analyze and study documentation related to the specific areas of work	A technical assistance mission carried out that advanced the process of implementing a public security policy in the Dominican Republic Documents prepared containing recommendations and strategies in the areas on which the mission focused, particularly the	Enhanced institutional capabilities for designing and implementing measures to guarantee personal security, as part of a public security policy in the Dominican Republic

to the institutional actors involved in security issues	community policing strategy and a system for storing and analyzing crime-related information; and drawing up an agenda for the democratic management of security that will permit the Ministry of the Interior to deal with the issue politically. On the recommendation of the IIHR team, an internal directive was issued establishing the organic-functional restructuring of the police, creating the Preventive Police and the Investigative Police. Given the new structure required and already approved by the Chief of Police, in the coming months priority will be given, at the request of the authorities in charge of security matters, to the areas of Prevention, Internal Affairs and Training. Therefore, the strategy for June 2005 - June 2006, with support from	Interior Ministry and the police hierarchy. The mission will begin with a political meeting with the Minister of the Interior and the new police chief, to reach agreement on the scope of this stage of the project (within the lines of action already identified for our assistance, namely, the strengthening of preventive security as part of the public security policy). After the mission and based on the meetings and documents analyzed, the staff will prepare documents containing recommendations, guidelines and strategies in the areas of work, particularly in the area of preventive security.	made a major contribution to the design of the program for implementing the Democratic Security Plan referred to in the decree. Bearing in mind that a program of reforms and change like the one being implemented in the Dominican Republic is a long-term process, the IIHR's continued support and assistance is essential. The modernization and institution building process (encompassing organizational, operational and doctrinal aspects) is targeted at the government structures in charge of security and, in particular, the police system and interagency mechanisms and tasks. Evaluating the current situation objectively, it is fair to say that the authorities have great faith in the IIHR's technical assistance. The project's endeavors have been matched by commitments and sweeping changes in the security field. This has occurred since the project progressed from the assessment phase in 2003 to the current	phases of this process. This will also ensure the sustainability of the actions implemented. To ensure that all the work is integrated, the activities will also be coordinated with the Public Prosecutor's Office, which plays a leading role in criminal investigations and will also be strengthened. The project will also coordinate with the Presidential Adviser for Police Affairs, Manuel de Jesús Pérez Sánchez. All the activities will be coordinated with the local USAID office as well.		area of preventive security. Reports of technical assistance missions	
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	<p>USAID, will be to continue providing advice and specialized technical assistance for the implementation of the Public Security Policy. The project will help consolidate the changes and provide follow-up to the process, which is proving to be a success.</p>		<p>implementation stage. The structural changes achieved and the legislative reforms approved (including the Presidential Decree issued in February 2005) confirm this. The institutional and political will for change seen in the changes already instituted also makes the actions that are about to be implemented highly sustainable. The important thing is not to leave such an important effort half done. There is strong momentum for the activity but it still requires international cooperation if its success is to be fully consolidated.</p>				
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Goal 2: To enhance the capabilities of citizens' organizations for the prevention of juvenile violence in Buenos Aires Province.

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Training workshop on the social prevention of juvenile violence in Buenos Aires</p> <p>Objective: To enhance the capabilities of grassroots organizations that work with young offenders to prevent violence</p>	<p>The aim is to implement a systematic series of training seminars for members of citizens' organizations currently executing projects in the area of the social prevention of crime, projects aimed at young offenders. The organizations concerned mainly focus on young adults who are vulnerable in psychosocial terms. The Multiple Response Program (MRP) includes projects that are going to be implemented in Buenos Aires Province, targeted at young adults in a vulnerable situation and</p>	<p>A two-day workshop will be held in November 2005. The IIHR will carry out a three-day mission to Buenos Aires beforehand, in the second week of November, to define the scope, content and methodology, and logistical aspects of the seminars.</p> <p>Day 1: <i>Participants:</i> Representatives of the Security Forums, representatives of organizations selected for the implementation of projects, young adults taking part in the projects. <i>Core topics:</i> Multiple Response Program, social integration strategies to prevent community violence and strengthening and modification of the security forums. Workshops will be held on the core topics. The</p>	<p>For decades, young adults in Latin America and the Caribbean have suffered severe economic, social, political and cultural exclusion. They live on the periphery of our societies, many in the slums of our cities and towns. Plenty of studies have been carried out on this subject and the most recent, by ECLAC and the WYO, confirmed in detail what we all already knew. Unfortunately, well-timed, relevant responses are much less common. Unlike other segments of the population (children and women, for example), which have made progress in recent decades, the situation of young adults is either the same or worse (and in some cases, markedly so). The resulting marches and countermarches that have taken place in recent years, the new social conditions in Argentina and the increase in crime in Buenos Aires Province call for more grassroots involvement. This citizen participation should also create opportunities for social integration for young adults, e.g., possibilities of</p>	<p>IIHR Security Program officer Isabel Albaladejo and Juan Navarrete, Director of the Department of Public Institutions, will coordinate this work. Assisted by consultants, they will work together closely to plan and implement this task.</p> <p>The project will coordinate with the Department of Community Participation of the Ministry of Security of Buenos Aires Province.</p> <p>The project will coordinate all the activities with USAID.</p>	<p>Identify the grassroots actors who will participate in the training activities, based on their representativeness, leadership and capacity to replicate the knowledge in their work with boys, girls and teenagers.</p> <p>Determine the core topics and methodology for the training.</p> <p>Hire experts</p> <p>Issue invitations to the participants from the grassroots organizations with support from the Undersecretariat for Community Participation of the Ministry of Security of Buenos Aires Province.</p>	<p>Two training workshops held with 350 Security Forums from Buenos Aires Province, 80 civil society organizations implementing the Multiple Response Program and 200 young beneficiaries of the different projects</p> <p>Evaluations of the training seminars</p>	<p>The grassroots organizations implementing projects under the Multiple Response Programs have improved capabilities for work with young offenders</p> <p>Reenergized local network for work with teenagers and young adults who are in a vulnerable situation and/or are offenders, strengthening the coordination and joint efforts of neighborhood organizations and Security Forums</p>

	<p>young offenders. It includes: a) actions aimed at social integration through the arts, sports, education and trade training; b) institution building actions for grassroots organizations, security forums and NGO working with young adults and teenagers; c) creation of Local Rights Promotion Units (LRPU) to afford young adults access to the full exercise of their citizen's and human rights. Therefore, these organizations need to be equipped with the right tools (content and methodology) for the work they are going to do with the young adults, through training workshops.</p>	<p>organizations will share their experiences in implementing prevention projects for vulnerable young adults, with a view to developing, with the Security Forums, lines of joint action to strengthen the territorial approach to the problems. The group's output will be shared in a plenary session at the end of the first day of the seminar.</p> <p>Day 2: <i>Participants:</i> Representatives of organizations selected for the implementation of projects, young adults taking part in the Projects. <i>Core topics:</i> Methodology of the "Training manual for neighborhood leaders;" Workshop 1: Community Prevention of Violence; Workshop 2: Citizenship and Rights; Workshop 3: Young offenders; Workshop 4: Profile of the Community</p>	<p>employment, education, protection, so they can exercise their citizens' rights to the full.</p> <p>Training is a permanent tool for strengthening grassroots organizations. As they are close to, and have first-hand knowledge of, the situation in each area, they are the ones best placed to promote specific actions in their immediate area, such as the community prevention of violence.</p>				
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		<p>Operator, Workshop 5: Institutional Learning and Adaptation.</p> <p>The participants will also work in workshops. The activities will be used to share the content and methodologies proposed in the manual, to facilitate their replication at the local level.</p> <p>The group will then share the results of its efforts in a plenary session, where the participants will discuss the strong points and difficulties that exist for disseminating the proposed material.</p>					
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Goal 3: To enhance institutional capabilities for developing and implementing democratic citizen security policies and for cooperation between the subregion of Latin America (Central America and South America).

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Support the definition of democratic public citizen security policies at the regional level Objective:	The strategy to be implemented will focus on two areas of action: (1) <i>Preparation of a Manual for Determining and Implementing Public Citizen</i>	The meeting of experts for the preparation of a Manual for determining and implementing Public Citizen Security Policies will take place in San	An institutional citizen security system designed to control crime problems in an integrated way can achieve socially acceptable levels of prevention and provide a response to a wide range of crime-related issues. This can be achieved by successfully formulating, implementing and	IIHR Security Program officer Isabel Albaladejo and Juan Navarrete, Director of the Department of Public Institutions, will coordinate this	Identify the experts who will take part in the meeting of experts and help prepare the background document for the Manual on Public	A Meeting of Experts held The background document for the Manual prepared	Enhanced institutional capabilities for determining and implementing democratic citizen security policies

To enhance the institutional capabilities for determining and implementing democratic public citizen security policies, and cooperation and consensus-building among the subregions of Latin America to prevent organized transnational crime	<p><i>Security Policies (October-December 2005); (2) Regional meetings on citizen security and organized transnational crime, bringing together high-level politicians and decision-makers from the countries of two subregions identified: Central America and MERCOSUR (January-June 2006).</i></p> <p>Following a meeting of experts to unify doctrinal criteria, project staff will draft a series of recommendations and guidelines for the “Manual” on the subject. These general guidelines will be of a regional nature but will take into consideration the different problems faced by the countries and subregions</p>	<p>Jose, Costa Rica, at the IIHR’s headquarters and last two days (dates to be finalized, in the second week of December 2005). The proposals of the eight experts from the region who will be taking part will be based on the previously defined methodology.</p>	<p>evaluating citizen security policies and strategies. The IIHR advocates the definition of citizen security policies based on general guidelines that can be agreed on and validated at the regional level. It also advocates strengthening existing cooperation efforts among the subregions to prevent organized transnational crime. To tackle multidimensional challenges such as terrorism, burgeoning crime, the gangs in the cities and organized transnational crime (drug trafficking, people smuggling and people trafficking, etc.) the project aims to make a substantial contribution to the promotion of cooperation on crime prevention, contributing the capabilities of countries that are most proficient in this field. This will done by making use of existing regional mechanisms, such as the Inter-American Drug Abuse Control Commission (CICAD), the Inter-American Committee against Terrorism (CICTE) and groups of experts specializing in cyber crime, money laundering and corruption, increasing the levels of consensus and cooperation. The advocates of democratic citizen security based on constitutional principles know that no crime control policy can be implemented without respect for human rights, because the</p>	<p>work. Assisted by consultants, they will work closely with the team of experts to plan and implement this task.</p> <p>All the activities will be coordinated with USAID.</p>	<p>Policies.</p> <p>Prepare the terms of reference for hiring them</p> <p>Hire the experts</p> <p>Issue invitations to the experts selected</p> <p>Define the program and methodology for the meeting</p> <p>Prepare and draft the background document for the Manual on Public Security Policies</p>		
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	of Latin America.		guarantee of citizen security is simply the full guarantee of the enjoyment of human rights.				
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SCHEDULE FOR JUNE - DECEMBER 2005

PROJECT: CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

ACTIVITIES	JAN	FEB	MAR	ABP	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Mission to prepare the training workshop on the prevention of juvenile violence Buenos Aires, Argentina												
Training workshop on the prevention of juvenile violence Buenos Aires, Argentina												
Technical mission Dominican Republic												
Meeting of Experts to prepare Regional Meetings on Security San Jose, Costa Rica												

B. 2. STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

The Final Goal of the Project *Strengthening the Ombudsman in Latin America* continues to be “to make ombudsman’s offices more accessible, independent and better equipped to solve and channel citizens’ problems, and implement actions that have a positive impact on their development.”

In recent decades, the Latin American region has witnessed the creation of many new public sector agencies whose work involves human rights issues, particularly ombudsman offices. The latter have gradually assumed responsibility not only for investigating and processing alleged violations but also for promoting and monitoring the observance of, and respect for, human rights and democratic practices within the state apparatus and in the State’s dealings with society.

A number of factors are undermining the political system in Latin America, including the lack of governability, the increasingly inequitable distribution of wealth and social exclusion.

These factors pose a threat to democratic stability and deny the citizenry the possibility of living a decent life. This is why efforts to guarantee the effective exercise and enforceability of human rights - both civil and political rights and economic, social and cultural rights - are so urgently needed.

In this context, ombudsman institutions fill a gap in human rights protection and play a key role in establishing and bolstering strong, stable democracies in the hemisphere.

In view of the above, ombudsman’s offices must be strengthened and equipped with all the tools they need to continue to be institutions that provide citizens with transparent protection and are accountable to them and before the law. Given their mandate, they are essential for the defense of human rights, the control of political power and the consolidation of democracy, prerequisites for political and social stability and for sustainable development in the region.

During the period in question (June-December 2005), the project will work to strengthen ombudsman institutions in Latin America by helping to organize the Tenth Congress of the Ibero-American Federation of Ombudsman (FIO), which will be held 14-17 November 2005 in Asuncion, Paraguay. In its capacity as the Technical Secretariat, the IIHR’s aim will be to enable the ombudsman offices taking part in the activity to discuss priority human rights issues, with a view to implementing joint strategies and activities designed to improve citizens’ fundamental guarantees. The participants in this activity will also discuss the amendment of the FIO’s Statute, in which the nature, objectives and organization of the body are established.

The project will also strengthen the capabilities of ombudsman offices in Latin America and the Caribbean by means of an integrated information and communication system known as Ombudsnet, which offers specialized assistance to ombudsman in the region, facilitating useful news and providing access to complete, up-to-date information about each member institution.

Finally, the results of a regional diagnostic assessment will be presented, along with a proposal regarding the role of ombudsman institutions in protecting the rights of indigenous peoples, at an International Symposium organized by the United Nations Centre for Human Rights, the University of Arizona and the IIHR. The activity will take place 12-25 October at the University of Arizona. The project will facilitate the participation of four indigenous ombudsman from the countries involved in the project “Access to Justice for Indigenous Peoples and the Ombudsman Institution in Latin America” and that of an international specialist in the subject. Later, it will disseminate the results of the event.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN: 1 JUNE – 31 DECEMBER 2005

PROJECT: STRENGTHENING THE OMBUSMAN IN LATIN AMERICA

FINAL GOAL: Improve the access, independence, and capacity of the Ombudsman in order to resolve and channel the citizen problems; and achieve successful actions that affect the development of the same

PERFORMANCE INDICATOR: Increase of the number of Ombudsman of Latin America or its merger as space of complaint and of human right protection.

Goal 1: Coordination of efforts in issues of common interest on the part of the Ombudsman of the region and contribution with the design of a regional strategy of horizontal cooperation for the monitoring and follow-up of the public policies on public safety.							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Support in the organization of the X Congress of IEF Objective: Collaborate in the organization of the X Congress of Ibero-American Federation of Ombudsmen.	The IIHR will support in the organization of the Congress to the country selected as headquarters (Paraguay) and will suggest the subjects to treat, based on the proposals made by the incumbents of the offices. It will involve affecting the technical capability of the Defenses by means of the formation component incorporated in the methodological design of the Congress: share	The Congress of IEF will be carried out in Asunción, Paraguay, from 14 to 17 November 2005. This Congress will be directed to the 18 titular Ombudsmen of Ibero-América, and 67 incumbents of the Defenses State Provincial or Autonomic and has the presence of special guests. On 3 October 2005 will be held, in Caracas, Venezuela, a meeting relating to	The IIHR was designated as Secretariat of IEF since 1995. Within the tasks to carry out they are found: development of academic activities and specific projects; organization of technical missions; training courses; preparation of informative documents. Hence, annually, the IIHR supports the host Office of the Ombudsman of the greatest international event for the	The IIHR, the President of IEF, Mr. Germán Mundaraín, as well as the Ombudsman of Paraguay, Mr. Manuel María Páez Monges in the capacity of host country. The representative of USAID in Paraguay will be also contacted, in order to report on the realization, content, and	Negotiation with President of IEF and with the Defender host. Communication with national Office of USAID in Paraguay. Selection of subjects and methodology for the Congress. Notice to the	Congress of carried out IEF. Constituted an opportunity of sharing of experiences and debates of current subjects. Reviewed and up-to-date statutes of IEF.	Increase of the technical-academic level of the agenda of IEF. Strengthening of the Ombudsman through the joint activities established in the Congress of IEF. Strengthening of IEF through the review and updating of its Statutes.

	<p>subjects of interest of the Defenses; identify experiences private of their development; update agenda on subjects of human rights; share successful experiences. In the Congress it will involve displaying and creating strategies of joint activities and facilitating an opportunity for discussion that contributes to development of the work of the National Institutions in the human right promotion and protection.</p>	<p>the process of statutory reform of IEF, where there will participate Mr. Ramón Custodio López in the capacity of President of the CCPDH and Mrs. Beatrice Alamanni de Carillo, in the capacity of Vice President of IEF. By the IIHR in its function of Technical Secretariat Mr. Juan Navarrete Monasterio will be present.</p>	<p>Procurators of Human Rights: the Congress of IEF. The annual meetings of IEF fulfill an important role in the process of integration of the Defenses, since in this Congress a true sharing of experiences and knowledge are achieved; the discussion of new approaches with regard to human rights and on specific mechanisms for the subject treatment. The pronouncement is also achieved on the part of this collegiate body on current situations in the human right field. Furthermore is important to mention that the power of convocation of the IIHR has made it possible that the majority of the Ombudsman not delegate its participation in other officials.</p>	<p>coverages of the encounter.</p>	<p>participating people of each Office of the Ombudsman.</p> <p>Political and logistical support by the IIHR in the Congress.</p> <p>Meeting in Venezuela on Statutory Reform of IEF.</p>		
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Goal 2: Strengthening of the abilities of the Offices Ombudsman in Latin America and the Caribbean through an integrated information system and communication.

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Updating of the Integrated Information System and Communication Objective: Consolidate and to strengthen an information system and communication for the Offices Ombudsman of Latin America and the Caribbean.	The information system and communication will be a useful instrument for the Offices Ombudsman of Latin America and the Caribbean, as national agents for the progress of human rights and democracy, the coordination of proposals, the sharing of experiences and the strengthening of the Offices Ombudsman so much at the national and regional levels. The IIHR through constant research of the related sources will review the information placed in the site in order to confirm its relevance and will locate which turns out innovative, updating of this form permanently the specialized section.	Through the permanent updating of the integrated information system, will be available a tool that permits the IIHR to provide technical assistance, by means of search and record for the Institutions Ombudsman that thus require it. All the national and international legislation on human rights and Offices Ombudsman will be systematized in this space, where complete information and up-to-date concerning each Office Ombudsman of the region will be included, so much at the national level, provincial and municipal, detailing physical address, telephones, fax, Web page, and means of contact and specialized units and topics.	The IIHR has developed an integrated information system and communication, known as Ombudsnet, in order to provide assistance to the Offices Ombudsman that thus require it. This system is utilized to share the information and most up-to-date news concerning human rights and the Institutions Ombudsman. At the same time, functions as a means to the sharing of experiences and as an early warning system.	The IIHR will be the one responsible for the process of maintenance and updating by means of research and constant query of the different sources.	Systematization and analysis of data and news of different sources. Request of current information to the Institutions Ombudsman.	Up-to-date specialized section Ombudsnet. Directorio that contains information from all the Offices Ombudsman in the region. An early warning system for the situations that require urgent action. A system that makes it possible to develop a culture of interinstitutional cooperation among the Offices Ombudsman and among these and the IIHR.	Strengthening of the abilities of the Offices Ombudsman in Latin America and the Caribbean through an integrated information system and communication. Increase in the capacities of rapid response of the Institutions Ombudsman in situations of tension, conflicts, and internal disturbances. Increase in the number of reported income to the different boxes and services that the specialized section offers.

Goal 3: Presentation of the results of a regional diagnostic study and the proposal on the role of the Institutions Ombudsman in the protection of the rights of the indigenous peoples.

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
International Symposium Objective: Present and to promote the results of a regional diagnosis and to make proposals on the role of the Institutions Ombudsman in the protection of the rights of the indigenous peoples.	The United Nations Center for Human Rights, the University of Arizona and the IIHR will organize an international symposium on rights of the indigenous peoples, especially with regard to the access to the justice and the promulgation of legislation that guarantees its rights With occasion of the event on Access to the Justice of the Indigenous Peoples who will be carried out in the month of August 2005, in San José, Costa Rica, will be consulted and will propose with the Indigenous Defenders to participate in the symposium. This event will give an opportunity to lead a previous preparation process for the symposium.	The symposium will be held in University of Arizona, Tucson, the United States, from 12 to 15 October 2005, to which will assist approximately twenty indigenous and non-indigenous specialists. The support of the IIHR to the symposium will consist of facilitating the participation of four Indigenous Defenders of the countries, involved in the project "Access to the Justice of the Indigenous Peoples and the Institution of the Ombudsman in Latin America", carried out by the IIHR in the period 2004-2005. It will be asked the participants to prepare a text for their presentation in the symposium. This must be directly related to the subject of the project of the IIHR in which have been	Since the 2002, the IIHR has been supporting the work of the Special Rapporteur of United Nations for the situation of Human Rights and Fundamental Freedoms of the Indigenous Peoples, Dr. Rodolfo Stavenhagen. Until now, the Institute has given its support through several of their programs and projects in this field and through the participation of an official of the IIHR in the visits to the countries of the region and in the preparation of its respective reports. The next report of the Special Rapporteur to the Committee of Human Rights of United Nations will focus on the problems and difficulties of the effective implementation of legislation in favor of the rights of the indigenous peoples, and especially, in the procedures, mechanisms, and	The IIHR will be in charge of the contact with the Defenders of the Indigenous Peoples that will attend to the symposium, the technical and academic assistance for the preparation of its presentations, and the monitoring to the activity. These functions will be the responsibility of the Program Ombudsman and Human Rights, specifically of the Project Access to the Justice of the Indigenous Peoples and the role of the Institution Ombudsman. The coordination with University of	Consults and proposal to four Defenders Indigenous Population to participate in the Symposium. Assignment by the IIHR of one of its officials expert in the subject to participate in the symposium. Request to the participants so that they prepare their documents to present in the symposium. Technical and academic support, by the IIHR, to the participants in the preparation of its academic	Four academic documents, one per participant in the symposium. Attendance at the symposium on the part of four Defenders of the Indigenous Peoples and an expert of the IIHR. Monitoring to the activity by the expert of the IIHR in attendance. List of participants in the symposium. Program of the activity.	More information on the role of the institutions Ombudsman in the protection of rights of the indigenous peoples Generate consensus regarding proposals on the role of this figure in order to ensure the access to the justice of the indigenous peoples and in order to back actions and efforts in the creation and compliance with legislation that guarantees these rights.

		<p>participating. Experts of the IIHR will support them in this process. It will furthermore collaborate with the assistance of one of its experts in the subject so that it participates as speaker in the symposium. Once it finalizes the symposium, the expert of the IIHR in attendance will be in charge of monitoring him to the activity.</p>	<p>institutions that permit the legal protection of those rights. Currently the IIHR is in the final phase of execution of the project "Access to the justice of the indigenous peoples and the Institution Ombudsman in Latin America", that works on the role of the figure of the Ombudsman in the attention of the rights of the Indigenous Peoples that already have been included in the Constitutions of its countries or in legislation. The objective of the project is to generate proposals and consensus on the role of this figure in order to ensure the access to the justice of the indigenous peoples and in order to back actions and efforts in the creation and compliance with legislation that guarantees these rights.</p>	<p>Arizona will predict Mr. Luis Rodríguez-Piñero, Ph.D. Adjunct Professor of Law/ Senior Research Fellow.</p>	documents.		
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SCHEDULE FOR JUNE - DECEMBER 2005

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Support implementation Tenth Congress FIO Asuncion, Paraguay												
Updating of integrated information and communication system												
International Symposium University of Arizona, Tucson, Arizona, USA												

B.3 RAPID RESPONSE SYSTEM

Originally, the objective of this project was to develop an early warning and rapid response system, as part of which the IIHR proposed to construct a regional system for detecting and responding to institutional weaknesses that posed a threat to human rights and democratic governability, paying special attention to the human rights situation.

The changeable situation in the Latin American and Caribbean countries was cited as one of the justifications for this project. However, the information gathered by the IIHR while implementing its activities, and specific requests from various beneficiaries, USAID and other international cooperation agencies also confirmed how important it is to be able to provide a rapid, expert response to certain developments that can pose a threat to the effective exercise of human rights or the rule of law in a given country. As a result, in August 2003 the IIHR asked USAID to approve an amendment to the original design of the project, reducing it to a system for monitoring threats to human rights, under which the Institute would tackle any situations that both USAID and the IIHR feel require urgent action.

In September 2003, the first activity was implemented under this rapid response system. Targeted at the pre-electoral and electoral process in Guatemala, the direct beneficiaries were the Elections Tribunal and the Office of the Ombudsman.

This work plan includes a strategic objective (final goal) different from the one originally established in the general agreement, to make it more consistent with a rapid response project rather than an early warning system.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN: 1 JUNE – 31 DECEMBER 2005

PROJECT: RAPID RESPONSE SYSTEM

FINAL GOAL: To provide a technical and academic response, from a human rights perspective, to unexpected situations that arise in the region that pose a threat to democratic governance and the effective exercise of human rights, when USAID and IIHR agree it is necessary

PERFORMANCE INDICATOR: State institutions and civil society networks better equipped to detect and respond to institutional weaknesses that pose a threat to human rights and democratic governance

Annual Goal 1: To provide a technical and academic response, from a human rights perspective, to unforeseen situations that require urgent action because they pose a threat to the rule of law and democratic governance, in a country and a situation where USAID and IIHR agree it is necessary.

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATOR S
Short-term specialized assistance Objective: To provide technical assistance, from a human rights perspective, to state institutions and civil society organizations	USAID or the IIHR will identify a country where a specific situation calls for an immediate technical response by the Institute. If USAID and the IIHR agree that the assistance is warranted, USAID will authorize the IIHR to take action as a	The IIHR will draft a work plan for the country identified where USAID and IIHR agree action is warranted, targeted at and/or incorporating the strategically important stakeholders and state and civil institutions. They may be strategically	The situation in the Americas is changeable and in recent years scenarios have arisen that posed a real threat to democracies and, therefore, to the effective exercise of human rights. Argentina, Venezuela, Guatemala, Colombia and Bolivia are some cases in point. In some	The IIHR's Executive Director is responsible for identifying the target country and situation. He will then ask the corresponding operating department to prepare and implement the action required. This will be coordinated directly with USAID-Washington.	Identify a country and situation that warrant a rapid, human rights based technical response. Reach agreement with USAID-Washington, which authorizes the action. Draft a work plan.	A rapid response plan of action implemented in a specific country, to minimize threats to the effective exercise of human rights	Threat to the effective exercise of human rights reduced following implementation of a rapid response plan of action in a specific country

that play a key role in crises where democracy or governability is at risk in a specific country	component of this project.	important because they exercise leadership in the situation or because they are vulnerable. The objectives proposed in the plan will vary according to the country and situation, given that this is a “rapid response” project. The work plan will include the activities to be implemented, the objectives, the schedule, the places where implementation will take place, the beneficiaries and the budget.	instances, the situations were extreme and unforeseeable, and immediate action was needed to prevent or minimize the consequences, which posed a threat to human rights and democratic governance. Therefore, it is most important that the necessary financial and political resources be available, so that action can be taken in line with the priorities of both USAID and the IIHR. The IIHR implements projects throughout the Americas with a variety of sectors, and enjoys high credibility and legitimacy. Combined with its technical capabilities, this allows it to offer advisory services and specific, direct assistance both to state agencies and non-governmental organizations, and to act as a mediator. This mode of work				
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			<p>makes it possible to achieve objectives in the short term, which is essential in the case of the “urgently needed” actions proposed under this project. The results of the first stage of this project (Guatemala, September-December 2003) confirm this.</p>				
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C. DEMOCRATIZATION OF POLITICAL PROCESSES

As stated in the introduction, after USAID approved a request for an amendment, submitted in 2004, to extend the life of the projects under this component (Strengthening Electoral Institutions and Equal Representation and Political Party Reform), the IIHR presented the respective work plans for the period January-December 2005.

Throughout the life of this agreement, any changes to work plans and updated schedules of activities are included in the quarterly reports. The same procedure was followed on this occasion.